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Bend the Curve Continuous Improvement Practitioners

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Bend the Curve Continuous Improvement Practitioners, "Bend the Curve CIP-News - May, 2010" (2010). *MDOL Bend the Curve Archive*. Paper 22.

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I had a dream last night....

— Walter E. Lowell



As your new Governor, I welcome you to our first meeting together for what I hope will be a

tremendously productive and effective four years.

Be in no doubt of the challenges we will face. Challenges unlike any previous Administration has had to deal with, ranging from an economy that is unpredictable to an environment that is under threat -- all of which severely and directly impact the citizens of our great state.

I would like to take a moment to ask you to join me in silent reflection and thanks to our Creator for giving us this incredible opportunity to serve the people of Maine; to ask for help and guidance in honoring the trust they have put into our hands and to acknowledge the Greater Powers in this Universe to which we stand in humble

obedience knowing that we are bound to the Good Nature of their Providence in the same way our citizens' Providence is bound to us. (*A brief moment of silence*)

Thank you.

All of you here today were chosen, hand-picked not because of political persuasion or connections, but because you have demonstrated in your careers a passion for people, service, dedication and intelligence. I am especially impressed with the knowledge and skills you all bring to the arduous work before us, particularly with your ability to collaborate and entertain the diverse views of the people you will work with over the coming years.

Before we begin introductions, I would like to state my expectations of this Administration. These will serve as a benchmark of our success when we reach the end of our time together.

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May 2010

Volume 5, Issue 5

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Special points of interest:

- Next Clinical Study Missions
 - › June 18
 - › July 16
 - › August 20
- 2010 Lean Summit — Northeast set for August 12-13.





2010 Lean Systems Summit — Northeast

Where Government, Services, and Manufacturing Meet

AN OPPORTUNITY TO JOIN PUBLIC AND PRIVATE BUSINESS AND SERVICE LEADERS TO DISCUSS AND LEARN HOW LEAN MANAGEMENT PRINCIPLES AND METHODS ARE BEING USED TO IMPROVE ORGANIZATIONAL EFFECTIVENESS.

- Take this opportunity for both the public and service sectors to learn from the manufacturing sector.
- Learn how using Lean systems' methods and practices can make your organization more competitive in a global economy.
- Hear speakers from a variety of sectors, and network with Lean Practitioners.
- Attend breakout sessions to learn LEAN best practices and applications.
- Hear highlights from government, businesses, and organizations where Lean methods and practices are successful.
- Share your organization's knowledge and successes.

Participants: Businesses & organizations interested in Lean management and operational principles and methods, including Financial Services, Health Care, Services, Non-Profits, Local & State government, Manufacturing, Construction, etc.

For Information Contact: Walter E. Lowell (207-287-4307) walter.lowell@maine.gov

Summit Dates & Time: **Friday, August 13, 2010. 8 AM – 4PM**
Portland, Maine

Pre-Summit Offering: “Lean 101 – Principles of Lean Manufacturing” An introductory experiential workshop presented by Maine Manufacturing Extension Partnership.
Thursday, August 12, 2010, 8:00 a.m. to 5p.m.

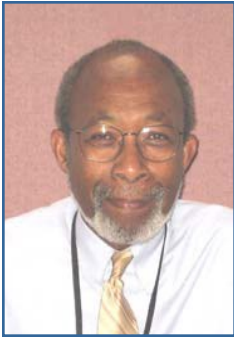
BTC Lean Events

Date	Time	Topic	Location	Contact
May 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
June 18	8:15-4:30	Clinical Study Mission	TBD	ASD / WEL
July 16	8:15-4:30	Clinical Study Mission	TBD	ASD / WEL
Aug 12-13	8:00-4:00	2010 Lean Summit	Portland	WEL
Aug 20	8:15-4:30	Clinical Study Mission	TBD	ASD / WEL
Sept 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Oct 15	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Nov 19	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Dec 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Jan 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL

* To add or see more events or detail, go to the Bend the Curve Calendar in Outlook's Public Folders.

Isn't this TQM?

----- Arthur S. Davis



"Isn't *Lean* (production) just TQM with a different name?"

Or, "What is the difference between *Lean* (pro-

duction) and TQM?"

CI-P's are frequently asked these questions; sometimes the questioner is another CI-P. The short answer is that there is little to no difference.

Bottom line: they are all aimed at one thing — organizational survival through a *paradigm shift* in the way an organization is managed. The desired results are improved product/service quality, decreased costs, greater customer satisfaction, and increased productivity.

The desire to shift was originally forced into action by these factors.

In the "1970's and 1980's US companies (and thus state and local governments) were struggling for their survival in an adverse atmosphere of recession, decline in business, deregulations, increasing competition (from Japan in particular), growing trade deficit, low productivity and a more aware and educated customer demanding more quality products and services." ¹

By the '70's and 80's, what W. Edward Deming and Dr. Joseph M. Juran started in the 1940's in Japan was now viewed as a 'competitive weapon' in the United States and in Europe.

Products from Japan, once considered junk, are now — thirty or forty years later — recognized as top-notch (e.g. computer chips, computers, automobiles, cameras, videos, TV's, etc.).

Up to this point the United States maintained a commanding share of the world market in terms of product innovation, design, manufacture, sales, and service — bar none.

The initial reaction to the above *paradigm* shift can best be desired as a 'keep your head in the sand long enough and this too shall pass' attitude. This thinking was so pervasive that NBC (as in the National Broadcasting Company) in "June 1980.....aired a White Paper, If Japan Can, Why Can't We?"

Earlier, in the 1970's, Motorola was so moved by these events that its leaders led the creation of what we now call *Six Sigma* (and, no, it did not start as Lean-Six Sigma nor did it start in Japan).

In the same time frame, i.e. the '70's, 'this thing' that the Japanese were doing was labeled by the Japanese (others say by

American scholars attempting to make sense of a different management paradigm) as Total Quality Control (TQC).

Where "TQC" meant the management of a company, let's say Toyota for example and the company's suppliers consistent to Toyota's specification.....i. e. product development, the design and manufacture of products, 'management' of supply-chain components.

A loose definition of TQC is "...high quality products are more likely to be produced by total quality control rather than by manufacturers working alone."²

In the chart (p.5) on the evolution of the Toyota Production System (TPS) of management, I have created a pictorial to illustrate the major events that were the impetus for TPS' evolution.

In the late '70's / early '80's, the first organized or structured attempt to match the Japanese TQC was labeled Total Quality Management (TQM) — some say as a result of a poor translation Japanese and/or misinterpretation of what the Japanese were doing.

continued on p. 4

Other Matters

“A Wallet-Sized Code of Ethics: *Putting trust and responsibility in the hands of front-line workers means having a strong ethical grounding.*”

by Bob Stone, Governing Magazine, May 5, 2010

Code of Ethics

“ITIL and IT Best Practices”

Leigh Wilkinson, Maine
OIT News, May 4, 2010

Best Practices

Also Check Out:

ITIL Overview

ITIL

TQM (cont'd from prior page)

What does one mean when one says TQM?

If you read “ n ” number of authors, you get “ n ” answers.

Dr. Jordan (cited in the footnotes) says, "A good starting definition ...is Total Quality Management refers to a management process and set of disciplines that are coordinated to ensure that the organization consistently meets and exceeds customer requirements."³

Last, but not least, what is Lean?

Pure and simple, *Lean* or Lean Production is a term coined by Dr. James Womack, MIT professor and author of “**The Machine that Changed the World.**”

Dr. Womack and his International Motor Vehicle Program (IMVP) group at MIT identified the key differences between Toyota's Production System (TPS), the European auto industry, and North America's traditional (management) systems.

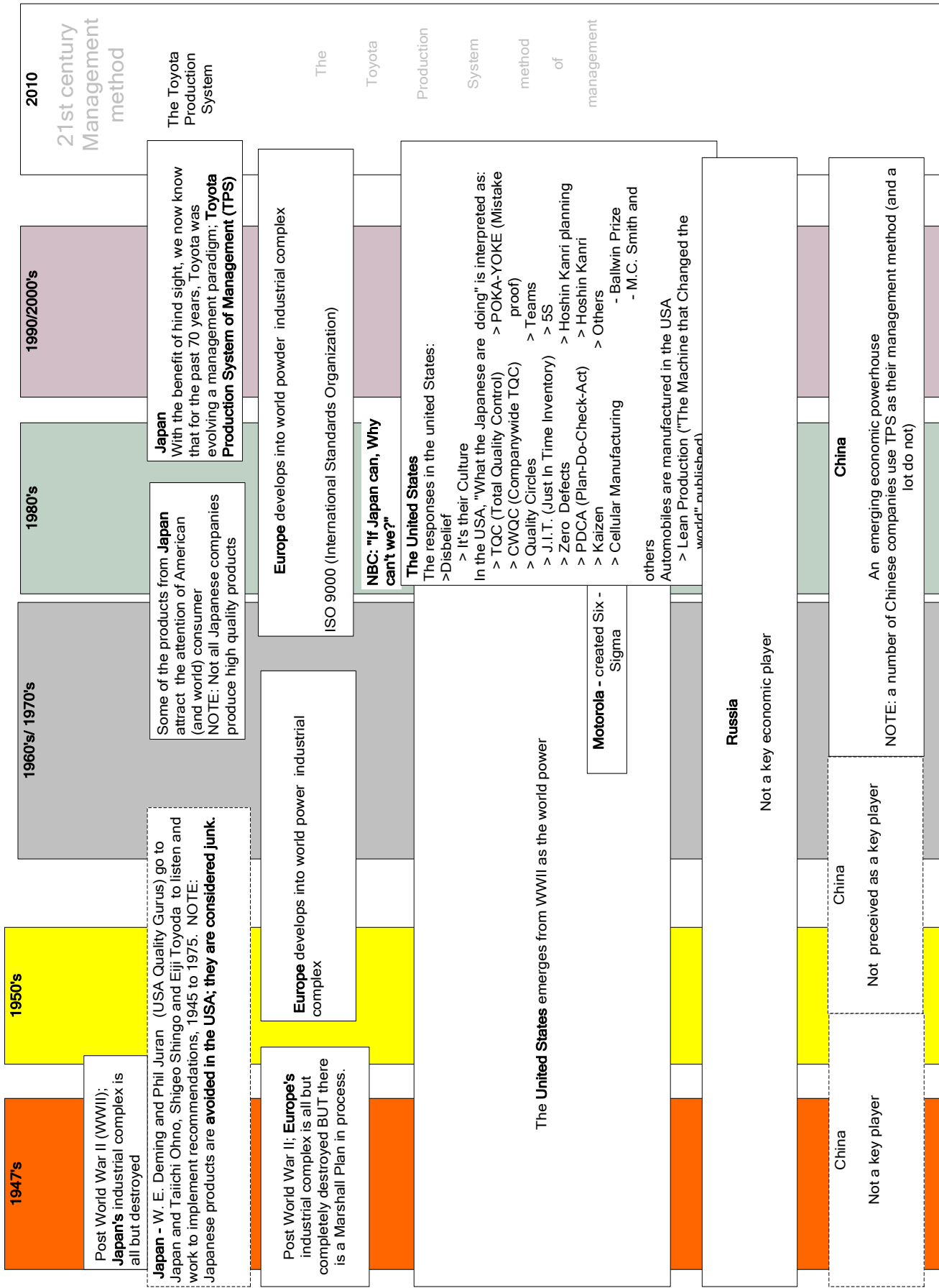
More than likely, the TPS is the outgrowth of “Toyota (Motor Company's) engineers led by Taiichi Ohno and Shigeo Shingo who looked to Henry Ford (inventor of the assembly line), Taylor (inventor of Modern Management techniques and Industrial Engineering), and Dr. W. Edwards Deming (Father of Modern Quality Management). Based on these early beginnings, the techniques were refined, honed, and improved in all areas.”⁴

In short, Womack et al found that North America and Europe had assumed and accepted the mass production theory and honed it to perfection. Japan and Toyota had used mass production as a starting point and evolved it further to TPS.⁵

1. Dr. Tiffany Jordan; “*A comparative Study: Total Quality Management and the Japanese Poka-Yoke Style.*” @2001, p. 3.
2. Ibid, p.1.
3. Ibid, p.2.
4. <http://www.pqa.net/ProdServices/leanmfg/lean.html#HistoryofLeanManufacturing>
5. It is falsely assumed that all Japanese companies practice TPS.

Postscript: The above answers one of the questions that we are being asked when one asks, “Isn’t this _____ just TQM?” I’ll address the answers to ‘the other questions’ that this question _____ represents in next month’s Newsletter.

A HISTORY: THE EVOLUTION OF THE TOYOTA PRODUCTION SYSTEM (TPS) OF MANAGEMENT*



* Adapted from Dr. John Maleyeff's, "Improving Service Delivery in Government with Lean Six Sigma"; IBM Center for The Business of Government: @2007, p9; Natalie J. Sayer and Bruce Williams; "Lean for Dummies" Wiley Publication: Healthcare Financial Management @ 1993

I had a dream last night.... (cont'd from p.1)

Let me say that you will recognize that some of you are in positions for which, seemingly, you have limited experience in the actual work of the agency you will be leading.

If you find yourself in this position, it is because you bring to this work those skills and experiences that capitalize on the tremendous knowledge that already exists within those respective agencies. You are all uniquely qualified for this work.

In this respect, I am asking that all of you recognize that the complexity of the task before us makes it impossible to fully understand and know all that is needed to be known to run your organization.

It may sound like a cliché that the only thing we know about tomorrow, the future in general, is uncertainty, but the times before us now will mean uncertainty will hold a place at this table on a daily basis. It will be our task to manage it. Here is what that means to me, your Governor.

First, we must govern from both the heart and mind. There will be many days when the logic of the situation dictates one course of action and the heart the other. These will be

difficult days. I ask you to consider first the heart. It is my firm belief that Love animates this Great Universe and that your Heart best leads to know what is Right.

I am also mindful of the fact that there are Dark Forces as well at work in this Universe. They come to us in many forms, obscured by the cloud of the Uncertainty that sits with us.

The security of the past is vanishing before us. We are compelled into a new world, a dangerous world and we will and must take risks. As a consequence, we will make mistakes — all of us, even those not at this table. We will put in place the capacity to learn from them.

In those times, I ask that we remember that our success will be measured by how well we react to them, by our courage, by our honesty and by integrity. A forgiving citizenry will be its measure.

Finally, let's talk money. Money, or rather the lack of it, will govern everything we do.

One of government's main functions is to take money from one group of people and give it to another. It is money you will spend to carry out the responsibilities of your agencies' missions. It is

I had a dream last night.... (cont'd from prior page)

money others have earned through long hard work.

I am talking of course about taxation. The more we take from our citizens, the less there is for them to support their families and businesses. We have taken a lot from the people of Maine because we there are many in need, but as I said in my campaign, we can and must do better.

Government is about justice, equality, and fairness. It is not a business. We do not make a profit, but we are charged as any business to be responsible for the monies given to us and to ensure that those monies are put to good use and return the benefit they are intended to return.

Having said that, I believe that like any business there are significant opportunities in government for improving the way we do our work. These opportunities can and will range as high as 60 to 70 percent in some of your agencies. I am asking that you find them, look for them every day.

Sound impossible? It would be if we did not have examples right here within Maine State Government as demonstrated over the last five years by *Bend the Curve*.

There is money to be found to fund what we must do. Find it! The rewards for all will be great, but you must look and see it!

Accordingly, I have created, staffed, and funded a new State of Maine Office of Operational Excellence whose primary focus will be to assist you in doing this, the seemingly impossible.

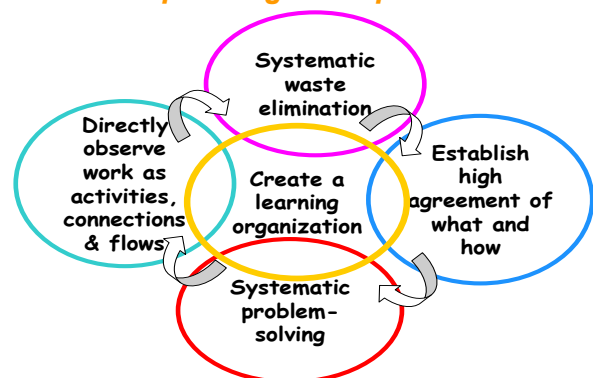
I am asking that each of you reach for these opportunities and fully exploit and contribute to this new Office in order to transform this Maine Government to be a model for all governments big and small.

Thank you.

Now let's begin our introductions — whoever goes first, we will continue to the right.

— *Walter*

Five Lean Operating Principles





Department of Health and Human Services

Maine People Living
Safe, Healthy and Productive Lives

John E. Baldacci, Governor

Brenda M. Harvey, Commissioner

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The primary purpose of the *Bend the Curve* Team is to provide support, consultation, assistance, and leadership in continuous improvement approaches and activities for State staff, work teams, and leaders as they seek to continually improve their work culture, systems, processes, and environments – in order to meet the mission of the department and the expectations of Maine citizens.

We're on the net!

<http://www.maine.gov/dhhs/btc>

<http://www.maine.gov/labor/bendthecurve/>

**Bend
the Curve**

Continuous Improvement Practitioners: BTC Intervention Facilitation Status

DHHS		DOL		DAFS	
Bridget Bagley	O	Jorge A. Acero	O	Rae-Ann Brann	L
Kate D. Carnes	C-L	Michael T. Brooker	IA-O	Wendy Christian	IA-O
Nancy Cronin	O	Deidre A. Coleman	IA-O	Rebecca S. Greene	IA-L
Marcel Gagne	CL	Joan A. Cook	CL	Lyndon R. Hamm	IA-CL
Julita Klavins	L	Stephen C. Crate	O	Alicia Kellogg	C-O
Don Lemieux	C-O	Arthur S. Davis	L	Billy J. Ladd	CL
Muriel Littlefield	C-L	Merle A. Davis	L	Maayan L. Lahti	O
Walter E. Lowell	L	Eric Dibner	O	Michaela T. Loisel	IA-L
Jerrold Melville	O	Peter D. Diplock	O	Henry B. McIntyre	O
Ann O'Brien	L	Brenda G. Drummond	IA-O	Gloria R. Payne	O
Cheryl Ring	C-CL	Anita C. Dunham	IA-CL	DOT	
Anne Rogerson	O	Karen D. Fraser	IA-L	Michael Burns	C-O
Terry Sandusky	L	Timothy J. Griffin	L	Jessica Glidden	IA-O
Bonnie Tracy	O	Gaetane S. Johnson	IA-O	Rick Jeselskis	IA-O
Sec. of State-BMV		Michael J. Johnson	O	Robert McFerren	IA-O
Scott Thompson	O	James J. McManus	IA-CL	Sam McKeeman	C-O
OPEGA, Legislature		Scott R. Neumeyer	IA-O	Jeffrey Naum	IA-O
Matthew K. Kruk	IA-O	Bruce H. Prindall	IA-L	Mark S. Tolman	O
Univ. of Maine		John L. Rioux	L	DEP	
Kim Jenkins	O	Sheryl J. Smith	C-L	Carmel A. Rubin	IA-O
Community — Private Sector					
Nancy Desisto*	IA-L	James Fussell*	IA-L	Jack Nicholas*	IA-O
Jane French*	IA-L	Kelly Grenier*	O	Clough Toppa*	CL
Town of Durham, New Hampshire					
David Kurz	O	Michael Lynch	O		
Steve McCusker	O	Todd Selig	O		
* Community CI-P					
		IA - Inactive	C - "Champion for Lean" - not facilitating		
L - Lead		CL - Learning Co-Lead		O - Learning Observer	

More Miller workshops & DOP 2-2 being planned !

Additional workshops with Ken Miller are being planned. We'll keep you posted.

The intensive CI-P Bronze level training DOP 2-2 is being planned. More info will be forthcoming.

You can also check the BTC Calendar in Outlook's Public Folders & come to the planning meetings for both.